

1959?

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██████████ used the Human Resources Program as a platform for advice on management policy. He insisted strongly on communications within an office upwards and downwards. This theory was not popular in DD/P which places great stress on security and compartmentation. Mr.

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██████████ would invite comments on what was wrong with a particular office. While his program was backed by General Cabell, his free wheeling advice annoyed DD/P elements and the IG report of 1954 recommended a modification of this program.

In the meantime the Basic Management Course was organized on the basis of lectures, cases, and discussion of personal experience. It furnished an opportunity to discuss problems of management, planning and support. It was aimed at the middle manager, the branch chief and the deputy branch chief. They did not get branch chiefs but rather supervisors and coordinators. ██████████ felt that the problems of

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first line supervisors were not the same as those of branch chiefs. The course is given half days for 2 weeks. The Management Training Group has a small faculty (3 instructors and 1 training assistant).

He called attention to the Support Bulletin, designed for field use, which published information on the budget, new building, etc.

The Studies in Intelligence were potentially significant. It was moribund in 1956 but was brought to life again by ██████████ It 25X1A9a was part of the Agency's effort to achieve professional status.

The JOT staff in OTR does no training itself. It is responsible for the administration of the JOT program which includes recruitment, programming, discipline, and assignment. The Intelligence School

techniques, ~~and~~ ~~on~~ ~~the~~ ~~American~~ ~~heritage~~, ~~and~~ a one week orientation course, a course on the American heritage, and four weeks on intelligence techniques. Between the orientation and the American heritage, the School of International Communism gives a seven weeks course on communism. About 85 % of the JOT's are sent to Operations School for 24 weeks and the remainder are give 12 weeks of training in research writing and briefing.

The orientation course lasts 4 weeks. The Intelligence School is in charge for the first 2 weeks and the School of International Communism for the second 2 weeks. This is the only course required by regulation. Although new recruiting has fallen off, there are still between 800 and 1200 who take this course each year.

The National Intelligence Orientation Program was terminated in September 1955 by Col. Baird because it had outlived its usefulness and it had become a security risk. It was too difficult to get every person attending to take care of their printed programs. The press got some of these programs and used them against the Agency. Mr.

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██████████ could not sharpen the program so that it served a useful purpose. It might have been used to communicate ideas from the top to the staff, but ██████████ merely told the top brass to talk on any subject they wanted to choose.

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